

Appendix 8 - Flexible Capital Receipts Strategy

1. Background

- 1.1 Local authorities are limited in their ability to utilise capital receipts (the disposal proceeds from the sale of fixed assets or repayment of loans for capital purposes). Statutory guidance issued under s15(1) of the Local Government Act 2003 by the Ministry of Housing, Communities and Local Government (as amended) generally precludes capital receipts being used to fund revenue expenditure and requires them to be applied to either fund capital expenditure or repay debt. The Act also requires local authorities to have regard to other guidance as directed by the Secretary of State – this currently includes the following guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).
- The Prudential Code for Capital Finance in Local Authorities; and
 - The Code of Practice on Local Authority Accounting.
- 1.2 Since 2016 the Government has relaxed the above regulations allowing the use of capital receipts to fund revenue expenditure “that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or improve the quality of service delivery in future years”. The latest guidance issued in March 2025 confirms this extends until 31 March 2030 and removes the former restriction that limited the use of the flexibility to statutory redundancy costs only which enables the Council to take forward any transformation and invest-to-save projects.
- 1.3 In order for revenue expenditure to be funded from the flexible use of capital receipts, a strategy is required for each financial year that:
- Lists each project that plans to make use of the capital receipts flexibility, listing any element of funding towards the project that is funded from other sources;
 - Contains details on projects approved in previous years, including commentary on whether the planned savings or service transformation have been /are being realised in line with the initial cost-benefit analysis;
 - Be approved by Full Council prior to the start of the relevant financial year; and
 - Identify any subsequent changes during the year subject to approval by Full Council.
- 1.4 This document sets out the Council’s Flexible Capital Receipts Strategy, updating the plan since last considered by Council in February 2025 and details the individual projects which have and are planned to be funded from the flexible use of capital receipts in accordance with the above requirements.

2. Savings

- 2.1. The Medium Term Financial Strategy 2026/27-2028/29 contains £13.215m of savings and £2.757m of additional income proposed to be delivered over the forthcoming three years.
- 2.2. This strategy and investment proposals support the delivery of those savings or mitigate future additional spending pressures that would otherwise materialise. The cost of investing in making

these savings is included within the General Fund Capital Programme and is, under regulations, funded from the use of capital receipts.

3. Delivery Fund

3.1 A report to Council on 26th June 2018 established the Delivery Fund and set out in detail how the £13.576m then allocated for the Delivery Fund would be invested. It included:

- Capacity to set up and deliver the Council's programme of change and transformation; and
- Resources to deliver specific savings.

3.2 Further reports to Council in February of each subsequent year have described how the Delivery Fund had been invested to date and provided a summary of Delivery Fund allocation from its inception in 2017/18 until the end of the planning period covered at the time.

3.3 The table below summarises the forecast budgets and historic actual spend by the Delivery Fund from positions previously presented to Members.

Table 1. Current Delivery Fund to 31st March 2026

	Prior Years (£000)	2024/25 (£000)	2025/26 (£000)	Total (£000)
February 2025				
Capital Receipts Strategy (Allocated)	18,586	3,097	1,500	23,183
Contingency (Unallocated)	0	46	0	46
Total	18,586	3,143	1,500	23,229
February 2026				
Capital Receipts Strategy (Allocated)	18,586	1,716	2,801	23,096
Contingency (Unallocated)	0	0	126	133
Total	18,586	1,716	2,927	23,229

3.4 The change in forecast spend between February 2025 and February 2026 includes the roll forward of underspends from 2024/25, and further re-phasing of 2025/26 budgets together with new spend proposals being approved and others being identified as no longer required.

3.5 There is currently £0.126m of unallocated contingency available to fund future delivery fund bids in 2025/26. Any additional bids approved in 2025/26 will reduce the amount of unallocated contingency to roll forward into 2026/27.

3.6 The Flexible Capital Receipts Strategy for 2026/27 has been updated to include an expectation that any investment from the Delivery Fund should be recovered by at least an equivalent resulting saving over the current Medium Term Financial Strategy period (2026/27-2028/29).

3.7 The Director of Finance has reviewed the current forecast for usable capital receipts and has allocated an initial £1.500m each year for 2026/27-2029/30 to be made available for the Delivery Fund. These allocations will be reviewed in line with updated capital receipt forecasts and other financing requirements, and any changes will be reported to Policy Committee as part of the quarterly Performance & Monitoring Reports.

3.8 The following table sets out the future year Delivery Fund allocations, excluding any amounts to be rolled forward from 2025/26 (which will be confirmed as part of the Quarter 4 Performance Report when the 2025/26 actual position will crystallise):

Table 2. Proposed Delivery Fund 2026/27-2029/30

	2026/27 (£000)	2027/28 (£000)	2028/29 (£000)	2029/30 (£000)
Capital Receipts Strategy (Allocated)	0	0	0	0
Contingency (Unallocated)	1,500	1,500	1,500	1,500
Total	1,500	1,500	1,500	1,500

3.9 Annex A to this Strategy contains a list of all individual Delivery Fund allocations.

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Resources used for the facilitation of the delivery of the Programme wide savings	Strategic Lead for Transformation	261	-	-	-	-	-	261
	Project Support	16	-	-	-	-	-	16
	Programme Officer	103	-	-	-	-	-	103
Changes to Adult Social Care Front Door; Group Home Rental Increase. Also supports delivery of CSS Digitisation savings and Review and Right Sizing Care Packages & Stretch Targets	Transformation Project Manager 1	198	-	-	-	-	-	198
Transformation of wellbeing; ASC Restructure	Transformation Project Manager 2	112	-	-	-	-	-	112
Effective Utilisation of Extra Care; Learning Disabilities (Operations Team); Development of Home Care; VCS Development and Commissioning. Also supports wider digitisation & efficiency and Changes to the Adult Social Care Front Door	Transformation Project Manager 3	144	-	-	-	-	-	144
Deputies - Review the charging policy; FAB Team Fees & Charges & Stretch Target; Increased usage of Assistive Technology and Equipment; Increased usage of Direct Payments	Transformation Project Manager 4	102	-	-	-	-	-	102
Review and Right Sizing Care Packages & Stretch Targets	Social Workers X6 (S117, LDX2, MH, OP, PD)	676	-	-	-	-	-	676
Investment to secure ongoing savings	Social Workers X6 (S117, LDX2, MH, OP, PD) extension	20	-	-	-	-	-	20
Reducing Adult Social Care contracts spend	Commissioning Capacity at Senior Level	190	-	-	-	-	-	190
Delivery Models for Commissioning, Prevention & Quality Services	Consultancy advice - accommodation pathway	79	-	-	-	-	-	79
	Consultancy advice for service shaping	30	-	-	-	-	-	30
	Senior Transformation Manager	177	-	-	-	-	-	177
Workforce consultancy & Training Programmes (Partners for change)	Workforce consultancy & Training Programmes (Partners for change)	123	-	-	-	-	-	123
Transitions - operational consultant	Transitions - operational consultant	21	-	-	-	-	-	21
Direct Payments - 2x PA Officers	Direct Payments - 2x PA Officers	94	-	-	-	-	-	94
Locum Social Workers x4 Reviewing Team Project	Locum Social Workers x4 Reviewing Team Project	252	-	-	-	-	-	252
Investment in Technology Enabled Care at home	Funding for TECH Team	139	-	-	-	-	-	139
Enhanced reablement for mental health and learning disability service	Transformation Partner MH/LD	64	-	-	-	-	-	64
Transitions Top Up - Transitions Practitioner	Transitions Top Up - Transitions Practitioner	31	-	-	-	-	-	31
Outcome based Service Delivery - Locum Worker and OT	Outcome based Service Delivery - Locum Worker and OT	133	-	-	-	-	-	133
PM for outcomes, decision making and outreach.	PM for outcomes, decision making and outreach.	130	-	-	-	-	-	130
PM for Front Door, Reading Services Guide and Digital Front Door.	PM for Front Door, Reading Services Guide and Digital Front Door.	64	-	-	-	-	-	64
Reducing the number of overdue reviews	Reducing the number of overdue reviews	143	-	-	-	-	-	143
Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	Reduce people waiting for Mental Capacity Assessments to move from Appointee to Court Appointed Deputy	49	-	-	-	-	-	49
Physiotherapist for community rehabilitation post rapid hospital discharge	Physiotherapist for community rehabilitation post rapid hospital discharge	57	-	-	-	-	-	57
Relaunch & expand NHS Health Checks Programme	Relaunch & expand NHS Health Checks Programme	56	-	-	-	-	-	56
CHC Resource	CHC Resource	87	-	-	-	-	-	87
Increase in Reviews completed in DACHS	Increase in Reviews Completed in DACHS (6x Experienced Social Workers, 3x Social Workers, 1 Commissioning Officer, 1 Business Support)	376	-	-	-	-	-	376
Increase in number of CHC Joint Funded cases	Increasing the number of Continuing Healthcare and Joint Funding cases processed for submission to the CCG.	73	-	-	-	-	-	73
Social Care Reform	Prog Man, Proj Man & Fin Analyst	-	-	-	-	-	-	-
CQC Assurance	Sen. Commissioning Officer, Care Gov. Officer, Senior Performance Analyst, Business Analyst, Guidance	440	150	-	-	-	-	590
DACHS VCS Front Door and Online Signposting/Self-Serve Tool & Mosaic Development		235	557	-	-	-	-	792
Maximising DACHS Income	Additional Debt Recovery staff in ASC, Finance and Legal.	180	159	-	-	-	-	339
Placement Efficiencies (1 social worker, 1 occupational therapist)		-	90	-	-	-	-	90
Supported Living Efficiencies (1 social worker, 1 occupational therapist)		-	90	90	90	-	-	270
Adult LD/MH Reablement		86	-	-	-	-	-	86
Preparing for Adulthood Enablement Project		80	-	-	-	-	-	80
Total: Directorate of Communities & Adult Social Care (DCASC)		5,021	1,046	90	90	-	-	6,247

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Working across workstream of Corporate Change Programme to deliver savings and transformation	Project Officer 1	50	-	-	-	-	-	50
Review of waste collection delivery models. Also connected to Waste Operations-optimising collection routes; Increase Trade Waste Collection and Disposal service turn over by 100% (£650,000pa to £1.3m)	Specialist advice and support, administration resource, Contract manager costs, Procurement of IT systems, Introduction of revised collection schedule	188	-	-	-	-	-	188
Review option of trust model for Arts	Consultancy costs	29	-	-	-	-	-	29
Maximising Income from the Town Hall & Museum	Consultancy support to provide commercial advice on business plan and associated staffing structures	26	-	-	-	-	-	26
Review existing Parking Permit Charges	Comms Support, IT Support	11	-	-	-	-	-	11
Extend residents parking permit areas	Consultant support	89	-	-	-	-	-	89
Introduce Bus Lane Enforcement on Kings Road and Forbury Road bus lanes	DLO support to introduce new parking schemes	1	-	-	-	-	-	1
Close half of public conveniences - costs related to carrying out a review of the provision	Consultancy costs and costs to improve remaining facilities	12	-	-	-	-	-	12
Develop and implement a new borough wide Car Parking Strategy and associated action plan	Project Manager	53	-	-	-	-	-	53
	Communications Officer	10	-	-	-	-	-	10
	Consultant Support	11	-	-	-	-	-	11
	Consultant Support (Car park surveys / database set-up)	107	-	-	-	-	-	107
	Project Delivery	273	-	-	-	-	-	273
Make theatres break even through working with other operators	Independent consultants to market test (establish feasibility / business case)	23	-	-	-	-	-	23
Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	Project management (consultant) of procurement process (if it goes ahead based on 1st stage)	42	9	-	-	-	-	51
Alternative delivery models - identify and prioritise those services that are most likely to yield a significant saving with the 3-year MTFS period	General resource	216	-	-	-	-	-	216
Project Manager	Project Manager	37	-	-	-	-	-	37
Consultancy - report writing	Consultancy - report writing	20	-	-	-	-	-	20
The project will focus on delivery of the former Civic Site and other key sites achieving capital receipts	Strategic Project Manager	148	-	-	-	-	-	148
Car Park management processes through IT improvements and staff reductions	Car parking equipment and capital	409	-	-	-	-	-	409
Food Waste	Project Manager	83	-	-	-	-	-	83
	Consultants to carry out modelling	8	-	-	-	-	-	8
	Stickers and Leaflets (Phases 1 & 2)	36	-	-	-	-	-	36
	Mailout to all residents	32	-	-	-	-	-	32
	Communications time and production	47	-	-	-	-	-	47
	Marketing	104	-	-	-	-	-	104
Maximising Income from the Town Hall & Museum	One-off investment - equipment, marketing, consultancy	41	-	-	-	-	-	41
Transport and Parking Review	Consultant Support	157	-	-	-	-	-	157
Parking Asset Review		85	45	-	-	-	-	130
Culture Fundraising Campaign	Consultant	7	13	-	-	-	-	20
Whitespace system for Streetscene	Hardware, software licences and implementation costs.	172	-	-	-	-	-	172
Recycling and Waste Services Route Optimisation		-	117	-	-	-	-	117
Delivery of Children's Homes Building Surveyor		-	9	-	-	-	-	9
Streetworks Permit Scheme	Streetworks Permit Scheme	-	100	-	-	-	-	100
Total: Directorate of Economic Growth and Neighbourhoods (DEGNS)		2,527	293	-	-	-	-	2,820

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Housing Benefit Overpayment Recovery	Housing Benefit Overpayment Recovery Officer	72	-	-	-	-	-	72
Service restructure and reconfiguration	Recruitment Costs	61	-	-	-	-	-	61
Supporting delivery of directorate savings and improving Accounts Payable processes	Accounts Payable Assistant. Improving efficiency of AP process to deliver ongoing efficiency and savings	54	-	-	-	-	-	54
Process improvements and more efficient accounts production	CIPFA Big Red Button	16	-	-	-	-	-	16
Digitisation - cross cutting savings and redesign of Council-wide services	Firmstep Developer x2	178	-	-	-	-	-	178
Service restructure and reconfiguration	SOLACE Recruitment Fees For Future Finance Function	45	-	-	-	-	-	45
Engagement of transformation partner to drive process efficiency and cost reduction in parallel with market testing of service	External Support to undertake Market Testing (outsourcing) of the Revenue and Benefits Services	102	-	-	-	-	-	102
	Additional legal and TUPE advice	119	-	-	-	-	-	119
Revenues and Benefits market testing	Associated project costs, supplies and services	4	-	-	-	-	-	4
Charging Financial Analysts to transformation pot to support commercialisation work	One Finance Analyst (plus one interim for 4 months in 18/19)	63	-	-	-	-	-	63
Corporate Approach to Reducing Management and Staffing Review	IT Costs	8	-	-	-	-	-	8
	Change Management	22	-	-	-	-	-	22
Management and Staffing Review	Organisational Development (OD) Consultant	23	-	-	-	-	-	23
Single Person Discount Council Tax Recovery	Specialist Officer and provision for data matching	14	-	-	-	-	-	14
NNDR RV Maximisation	Engage external consultants	19	-	-	-	-	-	19
New Customer Experience Model	Pilot Thoughtonomy - Robotic Process Automation.	74	-	-	-	-	-	74
	Pilot Thoughtonomy - Virtual workers	70	-	-	-	-	-	70
	Pilot Thoughtonomy - Develop role	37	-	-	-	-	-	37
Capacity and leadership to deliver change and savings across Working across Corporate Programme. Capacity and leadership to deliver change and savings across programme	Corporate Programme Manager	269	-	-	-	-	-	269
HR support to deliver Corporate Programme and associated savings. Supporting recruitment and retention of social workers as part of improvement and to deliver savings	NMT - Corporate Support	86	-	-	-	-	-	86
	HR Support 1	14	-	-	-	-	-	14
Contract Management Savings	V4S Procurement Consultancy Support. Payments due as percentage of savings delivered	288	-	-	-	-	-	288
Improvements to Electronic Social Care Record and Reporting (MOSAIC) and provision for improvement of other IT systems over term of Programme	Reporting and Performance	76	-	-	-	-	-	76
	Senior Consultant to act as System Owner	91	-	-	-	-	-	91
	Process review and MOSAIC improvement for Children's Services	23	-	-	-	-	-	23
	Interim reporting post in Children's Services	43	-	-	-	-	-	43
	Corporate Systems Owner	128	-	-	-	-	-	128
	Finance Specialist	161	-	-	-	-	-	161
	Project Manager on Business Objects Implementation	31	-	-	-	-	-	31
	Business Objects Developer	30	-	-	-	-	-	30
	Provision for application management improvements in other systems (includes. 18/19 i-trent review)	261	-	-	-	-	-	261
Capacity to support delivery of change and savings across programme	Programme Officer x2	76	-	-	-	-	-	76
	Senior Project Manager x 2	217	-	-	-	-	-	217
	Business Analyst	112	-	-	-	-	-	112
	Project Officer	86	-	-	-	-	-	86
	Contribution to Team Reading costs	10	-	-	-	-	-	10
Management and Staffing Review	OD upskilling	11	-	-	-	-	-	11
	Business Analysts x 2	138	-	-	-	-	-	138
Executive Recruitment Search Fees	Psychometric Assessment Training	17	-	-	-	-	-	17
ICT Accelerator	ICT Accelerator	174	-	-	-	-	-	174
Modern Workplace Project	Modern Workplace Project	72	-	-	-	-	-	72
Finance Transformation	Finance Transformation	187	-	-	-	-	-	187
PMO Training	PMO Training	12	-	-	-	-	-	12
<i>*Making the Customer Service and Corporate Improvement more efficient</i>	<i>Staff and implementation costs</i>	500	-	-	-	-	-	500
Digitisation - cross cutting savings and redesign of Council-wide services	Digital Services Developer x2	32	-	-	-	-	-	32
Staffing costs for Interim Chief Accountant	Staffing costs for Interim Chief Accountant	338	-	-	-	-	-	338
Staffing costs for Finance Transformation Consultant	Staffing costs for Finance Transformation Consultant	30	-	-	-	-	-	30
Finance system implementation lead and support	Finance system implementation lead and support	261	-	-	-	-	-	261
<i>Customer Service and Corporate ImprovementService</i>	<i>Senior Project Manager, Business Analyst x3</i>	346	-	-	-	-	-	346

Annex A to Flexible Capital Receipts Strategy - Delivery Fund Allocations

Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Procurement Training & Support	Support for current and future savings delivery related to Procurement & Contracts	198	119	-	-	-	-	317
Strengthen Financial Support	Strategic Finance Business Partner for 2 Years fixed term	238	-	-	-	-	-	238
Traded Services within HR&OD	BACS Bureau set up costs	-	-	-	-	-	-	-
PMO Team		600	212	-	-	-	-	812
PMO BFfC Transformation Resource		-	251	-	-	-	-	251
Change Makers		-	50	-	-	-	-	50
Events & Engagement Income generation	Events Assistant	30	-	-	-	-	-	30
Finance Transformation	Change Manager	215	-	-	-	-	-	215
Finance Transformation - AP Prepayments		82	-	-	-	-	-	82
Finance Transformation - Procurement		130	-	-	-	-	-	130
EDI Strategy		22	-	-	-	-	-	22
Debt Recovery		126	167					293
Total: Director of Resources (DOR)		6,742	799	-	-	-	-	7,541

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Description	Resource Required	Prior Year Actuals (£000)	2025/26 Budget (£000)	2026/27 Proposed Budget (£000)	2027/28 Proposed Budget (£000)	2028/29 Proposed Budget (£000)	2029/30 Proposed Budget (£000)	2017-2030 Total (£000)
Working across workstream of Corporate Programme to deliver savings and transformation	Programme Manager	318	-	-	-	-	-	318
Workstream A: Improving Practice Standards	Practice Improvement leadership. 18/19 start up	127	-	-	-	-	-	127
	Practice Improvement Principle Social Worker	81	-	-	-	-	-	81
Family Group Conferencing	Family Group Conferencing	51	-	-	-	-	-	51
Work stream B: Developing Workforce Excellence	Achieve a stable workforce by recruiting more permanent staff in Social Care	8	-	-	-	-	-	8
	Training for Safety Standards Model. 18/19 project start up training	105	-	-	-	-	-	105
	Pre Birth Support Team. 18/19 start up	37	-	-	-	-	-	37
	Family Reunification Team. 18/19 start up	16	-	-	-	-	-	16
Work stream C: Building Community Capacity	Edge of Care Team, Adolescents. 18/19 start up	174	-	-	-	-	-	174
	Revised under 5 offer to make best use of Early Years and Children's Centre provision	10	-	-	-	-	-	10
Work stream D: Stronger Stability for Children	Re-imaging Foster Care. 18/19 start up	77	-	-	-	-	-	77
	Placement Solutions Team	757	-	-	-	-	-	757
	Strengthen Commissioning Function (provide senior Commissioning and Contract Management capacity) 18/19 start up. Savings linked to Improved Contract Management	268	-	-	-	-	-	268
	Design & implementation of supported lodgings for 16+	5	-	-	-	-	-	5
	Modernising CIPSC's	10	-	-	-	-	-	10
	Review of Continued Health Contribution (CHC). 18/19 start up	29	-	-	-	-	-	29
Work stream E: Consolidating Corporate Resilience	Enhanced utilisation of capacity at Pinecroft & Cressingham Children's Homes. 18/19 capital equipment	50	-	-	-	-	-	50
	Potential use of RBC property for additional childrens home or respite care. Funding for feasibility study if required	6	-	-	-	-	-	6
	SEND Commissioner. 18/19 start up	206	-	-	-	-	-	206
	Business Improvement	103	-	-	-	-	-	103
	Digitalisation	204	-	-	-	-	-	204
	Development of traded services	417	-	-	-	-	-	417
	Transformation Programme Team	1,129	-	-	-	-	-	1,129
	Short Breaks	20	-	-	-	-	-	20
Children in Need Team		352	-	-	-	-	-	352
End to end mapping and demand management		240	-	-	-	-	-	240
SEND Transport Review		100	-	-	-	-	-	100
Transformation of SEND System		330	-	-	-	-	-	330
School Travel Training		140	135	-	-	-	-	275
Finance Transformation		147	-	-	-	-	-	147
Transformation Lead		218	208	-	-	-	-	426
Children's Social Care Consultant Practitioners		277	-	-	-	-	-	277
Contributions to Regional Care Cooperative programme		-	50	100	100	-	-	250
SEND Case/Placement Appeals (Senior Send Resolution Lead)		-	54	-	-	-	-	54
Childrens System Development		-	80	-	-	-	-	80
Rapid Improvement Resource		-	136	-	-	-	-	136
Total: DOCS (Childrens/BFFC)		6,012	663	100	100	-	-	6,875
Capacity to manage and support Corporate Programme of Change	Managing Change - unallocated funding	-	126	1,310	1,310	1,500	1,500	5,746
Total: Unallocated / Contingency		-	126	1,310	1,310	1,500	1,500	5,746
Total: All Projects		20,302	2,927	1,500	1,500	1,500	1,500	29,229